

ADMINISTRATIVE - INTERNAL USE ONLY

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12 November 1971

MEMORANDUM FOR: Director of Personnel

SUBJECT : Possible Discussion Topics [REDACTED]

STATINTL

1. Per your request for any ideas on topics of general interest to the DSS Office Heads at their forthcoming meeting [REDACTED] I wanted to mention a couple of ideas that have been previously discussed in the Office of Personnel. STATINTL

2. One is the Employee Services Center (summary attached). You will recall that this idea was first considered about two and one-half years ago by the Office of Personnel [REDACTED] with the conclusion that [REDACTED] and I get together for a further review of the idea. At that time, Mr. Wattles evidenced an interest in the proposal. There are practical considerations involved, notably finding space on the first floor of the building and perhaps obtaining some slots to operate the activity. STATINTL

3. Discussion of the proposal [REDACTED] seems appropriate, not only because the space problem is a matter affecting other DSS Office Heads; but the idea represents, conceptually, an important means of demonstrating the Agency's interest in individual employees during a period of continuing constraint. As you are aware, the new Planning Guidance emphasizes the human factor should not take "a back seat" as we respond to resource pressures in meeting our objective of coming down to reduced personnel ceilings. STATINTL

4. The Center also would provide a central place, easily visible, for employees to discuss their job interests and difficulties. OP's attrition studies indicate many employees leave because they are unable to obtain assistance; do not know where to turn for help; or are reticent to do so within their immediate offices. Admittedly, this also poses the potential issue of central support becoming overly active in the surplus and job adjustment problems of career services and line management. Whether there are additional ways OP and the Support Directorate could be more effective in the retooling and reassigning surplus personnel is a timely question, deserving general discussion.

5. Another idea that might warrant examination is the use of "Assistant To" details of promising young professionals anywhere from six months to a year in offices of senior officials. This idea is particularly fitting in a drought period when new approaches are needed to overcome relatively limited opportunities for personal recognition.

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Essentially, this idea parallels the use of high potential young people as law clerks and executive or Congressional interns. It provides for the steady infusion of new ideas, again an item specifically cited as an essential by the Planning Guidance; and it affords a rare opportunity and challenge for young people to learn firsthand the major workings and dynamics of an organization at the centers of principal decision-making. This idea has successfully worked in industry and can be implemented on a detail basis with no disruption in the chain of command or slotting arrangements. Although the proposal could be useful throughout the Agency as a means of increasing communications between management and our employees, I think it would be appropriate to first try out the idea in the Support Services.

6. As a third suggestion, an overall review of establishing a DDS Grandfather Service or certain monitoring and directional elements of a Grandfather Service would be worth everybody's time [REDACTED] and should be anything but dull. STATINTL

SIGNED

[REDACTED]
Chief, Plans Staff

STATINTL

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